

# Q2 2025 Results Presentation

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# Nobia Group, highlights Q2

- Continued improvements in financial performance; higher EBIT, EBIT-margin and cash flow.
- Nordics EBIT margin of 8.9% despite soft market conditions
- Group net sales decline due to a soft project market and store closures in the UK.
- Gradual recovery in the consumer market continues
- Gross margins below last year due to under absorption and increased depreciation, while mix improvements partly off set
- Cost reductions materializing ahead of plan
- Operating cash flow improvements
- Strategic initiatives progressing as planned

	2024 Q2	2025 Q2
Net sales (SEKm)	2,933	2,695
Organic growth (%)	-6	-5
Gross margin (%)	39.4	38.8
SG&A (SEKm excl. freight)	-944	-831
EBIT (SEKm)	42	68
EBIT-margin (%)	1.4	2.5
Operating cash flow	-53	100

\* Table shows "adjusted", i.e. excl. items affecting comparability

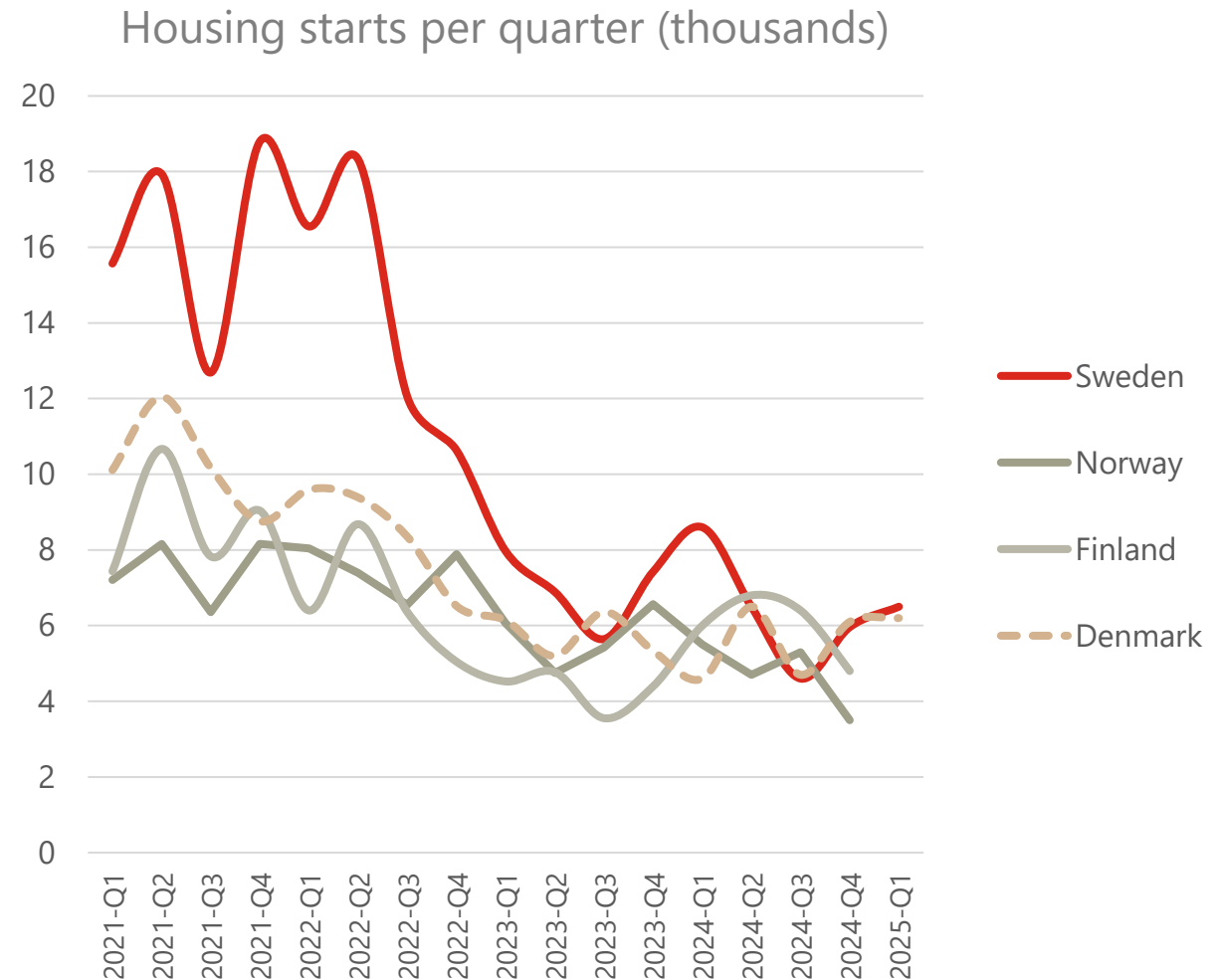
# Kitchen market development, Nordic region

## Consumer market

- Gradual recovery continues
- Slight recovery in housing transactions
- Government grants support home renovations
- Continued increase in footfall and kitchen design meetings

## Project market

- Housing completions on historically low levels
- Slight recovery in Denmark



# Kitchen market development, UK

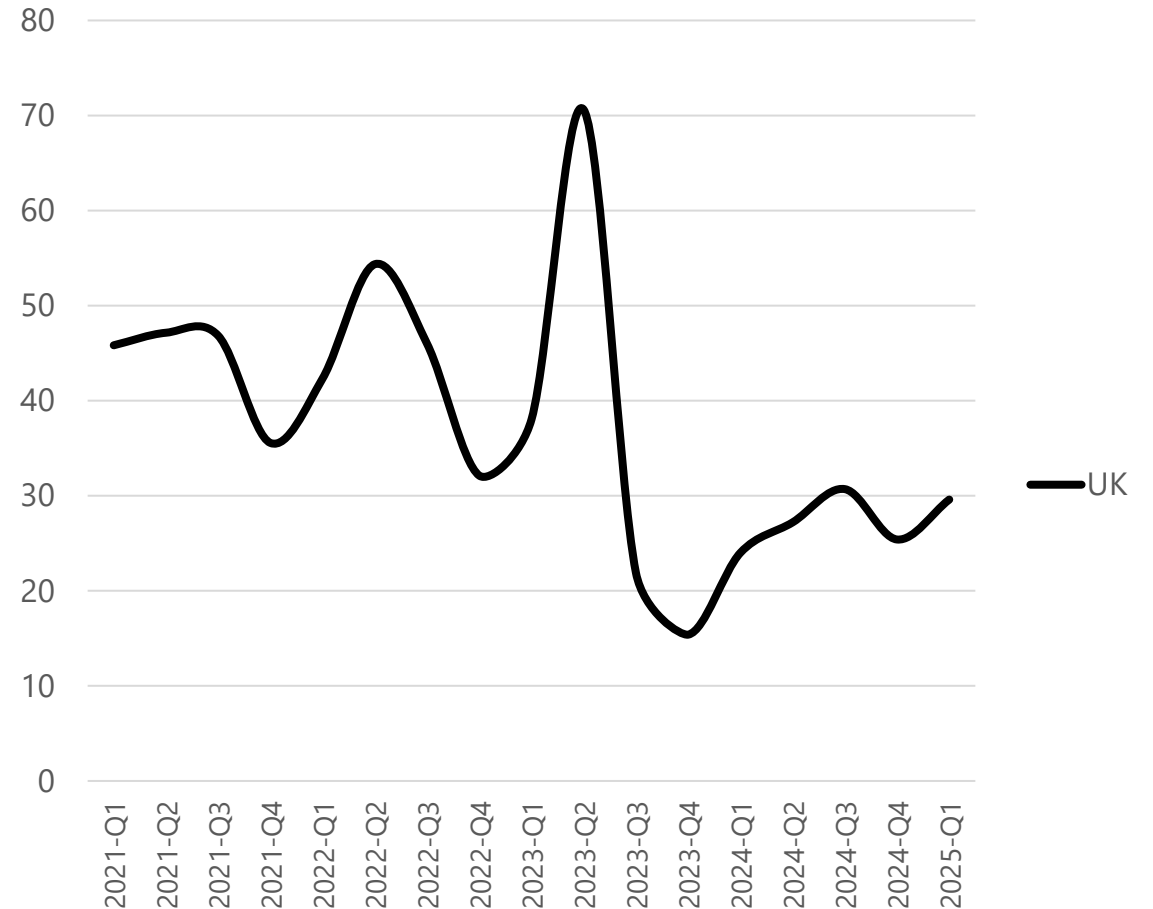
## Consumer market

- Consumer confidence continues to trend low
- House price index trend upwards
- Gradual increase in residential house transactions

## Project segment

- Housing completions and housing starts remain well below long-term average
- Significant housing undersupply; government-backed initiatives announced to drive housing starts

Housing starts per quarter (thousands)



# Strategic updates

## Maximising cost efficiency and reduction of net debt

- New Group organisation; decentralisation and local accountability will enable further cost saving measures
- Run rate cost improvements of prior launched programs exceeds SEK 600m
- Disciplined group-wide cost control to continue

## Realise full Nordic potential

- Considerably strengthen Nordic supply chain
  - Finalize the Jönköping factory
  - Transfer production from Tidaholm to Jönköping
  - Transfer production in Finland to Denmark
- Harmonized product platform for improved product range (design, sustainability and cost)
- Harmonized processes and systems

## Transform UK

- Continue transition to an asset light operating model
  - Closing underperforming stores
  - Add sales through partnerships
  - Consolidate supply chain
- Drive average order values through better products in higher price points
- Fixed cost reductions, organizational simplification and decentralization



# Ramp-up of new Nordic factory

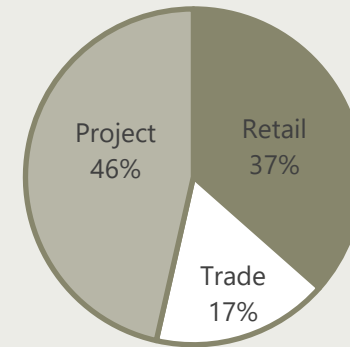
- Factory property received prestigious sustainability certification – BREEAM “Excellent”
- Kitchen components, assembled and flat-pack cabinets being distributed from Jönköping to the Nordic supply chain
- Gradual ramp up of shipments of complete kitchens to external customers starting in August.
- Transfer of Tidaholm volumes to Jönköping to be completed during 2025
- Investments remaining in 2025; SEK ~120m capex and ~250m cash outflow



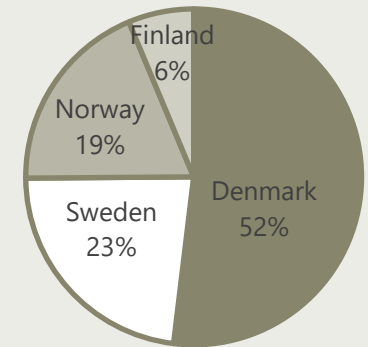
## Nordic region Q2

- Organic net sales down -3% (-14% in Q2-24)
- Consumer sales up, while project segment sales continues to decline
- Gross margin impacted by ramp-up costs for Jönköping
- SG&A decrease driven by cost reductions
- EBIT and EBIT-margin improvement continue
- Denmark and HTH continue its strong development
- *Items affecting comparability referring to move of production for the Finnish market from Nastola, Finland, to Ölgod in Denmark*

Share of R12 sales by segment



Share of R12 sales by country



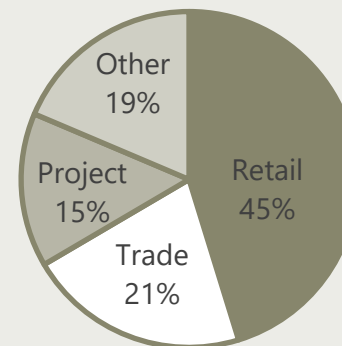
SEKm	2024 Q2	2025 Q2
Net sales	1,614	1,514
Organic growth (%)	-14	-3
Gross margin (%)	38.2	36.4
SG&A (SEKm excl. freight)	-397	-322
EBIT (SEK m)	113	134
EBIT-margin (%)	7.0	8.9

\* Table shows "adjusted", i.e. excl. items affecting comparability

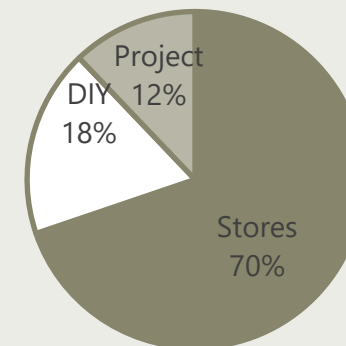
## Region UK Q2

- Organic sales decreased -7% (+5% in Q2-24)
  - Project market decline
- *Adjusted for store closures, net sales were unchanged*
- Gross margin improvement continued; favourable mix development and cost reductions partly offset negative volume impact
- Cost reductions materializing to plan
- Transition to asset-light operating model continues

Share of R12 sales by segment



Share of R12 sales by channel



	2024 Q2	2025 Q2
Net sales (SEKm)	1,319	1,181
Organic growth (%)	5	-7
Gross margin (%)	40.6	41.6
SG&A (SEKm, excl. freight)	-516	-460
EBIT (SEKm)	-32	-21
EBIT-margin (%)	-2.4	-1,8

\* Table shows "adjusted", i.e. excl. items affecting comparability



# Financial position

- Cash flow improvement driven by operating profit, working capital and lower investments
- Investments in Jönköping factory SEK 120m (157)
- Financial net debt\*\* amounted to SEK 2,499m (1,934)
- *In July, Nobia received SEK 70m of the amount withheld by the buyer of the Jönköping property in 2024 (Around SEK 30m remains withheld)*

Cash flow	2024 Q2	2025 Q2
Cash flow from operating activities	165	236
Operating cash flow	-53	100
<i>Of w. operating profit*</i>	-171	-12
<i>Of w. change in working capital</i>	83	50
<i>Of w. investments in fixed assets</i>	-227	-138
Net debt	30 Jun, 2024	30 Jun, 2025
Borrowings	2,000	2,622
Interest bearing assets	66	123
<i>Financial Net Debt**</i>	1,934	2,499
Financial Net Debt / Equity, %	37	63
IFRS 16 leasing liabilities	2,411	2,324
Net pension debt	286	132
Net debt	4,631	4,955
Net debt/Equity, %	90	124

\*Incl. Items affecting comparability

\*\*Net debt excl. IFRS16 leasing and pension debt



## Priorities going forward

- Advance on our strategic agenda
  - Ramp-up Jönköping factory
  - Turnaround of the UK operations
  - Deliver on our cost out programs
- Leverage on our strong brands and new organisation
  - Capture growth in consumer sales with proven model
  - Increase average order values
  - Productivity enhancing activities
  - Disciplined cost control
  - Strict working capital governance



# nobia

Designing Kitchens for Life